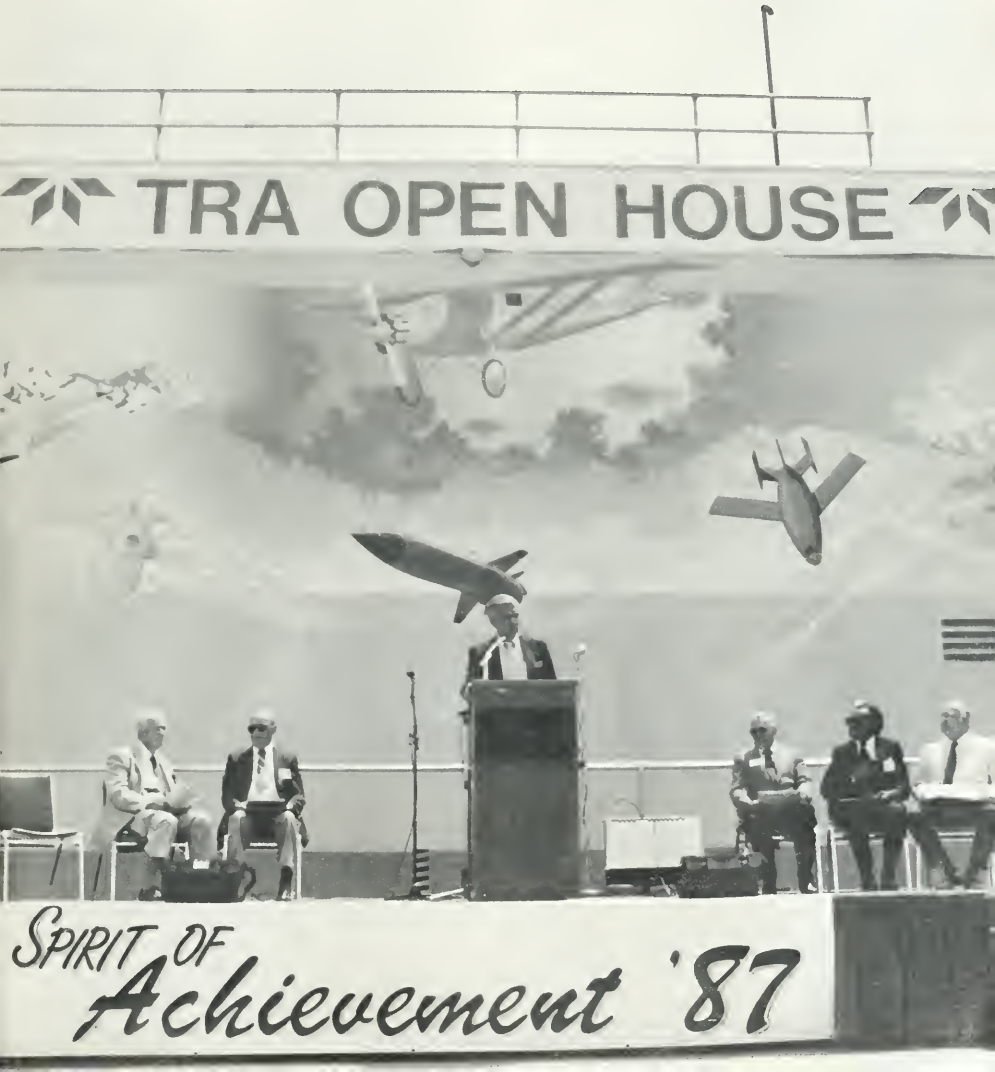
TELEDYNE RYAN AERONAUTICAL

ACHIEVER



Hudson Drake

President, Teledyne Ryan Aeronautical

I will have returned from Paris, France as you read this, representing our company during a four-day program that observed the 60th anniversary of Charles A. Lindbergh's New York to Paris, non-stop flight in his Ryan "Spirit of St. Louis."

This event will be the first of two occasions in the span of 30 days that will bring a focus of global attention to Teledyne Ryan Aeronautical.

The second is the 37th Paris Air Show opening June 12 at Le Bourget Airport, Lindbergh's destination following his 33.5 hour solo flight across the Atlantic.

We are joining 16 other Teledyne companies as participants in this oldest and biggest event of its kind. Nearly 1,000 exhibitors from 30 nations worldwide will display and demonstrate their products on the ground as well as in the air.

Again, the Ryan "Spirit of St. Louis"—a replica—will serve as a major attraction during the 10-day spectacular, commonly regarded as one of aerospace and related technology's most appealing marketing "platforms."

Measuring these two events against the backdrop of our open house program Apr. 25—an event that used as its theme, "Year of Achievement"—prompts thoughts that I wish to pass along.

For all that we have accomplished in our 65 years, it now is history. Our reputation, our integrity and our excellence in helping pioneer aviation and aerospace developments are distinguished as milestone advances.

But the future of our company faces tests far more severe than any in the past. Competition has stiffened to intense levels on an international scale. Domestic procurement policies press upward, establishing new demands for standards of reliability and quality assurance in our products.

As indicated in my state-of-the company report two months ago, we are in good health. Our Apache program is secure through the close of this decade, providing we continue to bring down operating costs, meet our delivery schedules and maintain quality assurance standards.

Our Firebee programs have been revitalized with new work requirements. We're working hard to attract follow-on orders.

Our tooling operations continue to attract new work requirements and we are implementing a broad range of manufacturing capabilities designed to enhance our capabilities in this area.

The time is at hand when we must now begin long-term development programs, identifying prospective needs and responding with concepts for the future. Our Paris Air show participation in June is aimed squarely at this need. We are in the process of launching a vigorous, new beginning in this 65th year.

This effort, in reality, renews and reinforces one begun more than three years ago. We have explored existing and potential markets, developed prototype products in response to need. I fully expect some of these product developments will soon be included in customer inventories.

Meanwhile, our continuing search for business is expanding. As this process continues, I pledge to you that your management team at Ryan will exert its peak efforts in establishing a future equal to the achievements of our past.

In return, I ask for the all-out efforts of support that can be mustered. In holding the line and reducing costs of operations. In quality assured work. And in doing every task right—the first time.

TELEDYNE RYAN AERONAUTICAL

ACHIEVER

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ABOUT OUR COVER–TRA President Hudson B. Drake links the "Spirit of St. Louis" of 60 years ago with the future of his company in its 65th anniversary year during Open House festivities Saturday, Apr. 25. Nearly 4,000 employees, family members and special guests assembled to help celebrate. They witnessed tributes paid by federal, state and city lawmakers to the company, and to Ed Sly (far left) on his 50th anniversary. Five-hour program included facility tours, inspection of Apache AH-64A, F/A-18, Ryan antique aircraft and TRA aerial target systems and RPVs. There was continuous musical entertainment, clowns and magicians adding special touches to the day's activities. Food and beverages plus souvenirs made it an event to be long remembered with fondness.

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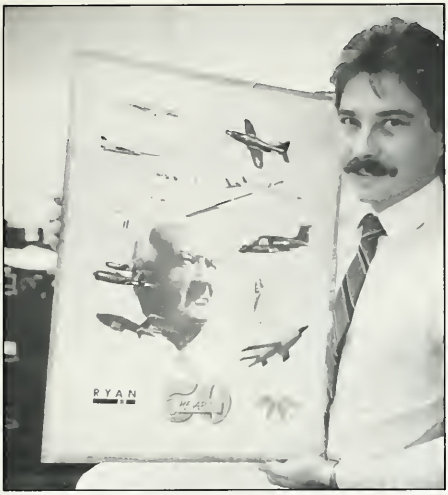


COVER ARTIST Gary Rennilson's creation of last month's ACHIEVER cover of Ed Sly and aircraft on which he's worked over half-century has been a source of widespread praise by readers. Painting was presented this month during TRMA dinner meeting to Ed. Rennilson is an engineering illustrator with TRA.

Our Readers' Right

TRA A 'Pleasure, Privilege'

Throughout my 50 years with Ryan, I've had the pleasure and privilege of knowing and working with some of America's finest people.

That's what I was thinking about at our open house program when it came my turn to accept those tributes.

Marion and I are deeply grateful to everyone for the kind words and tributes. And to Gary Rennilson for his painting of me that was published on the ACHIEVER last month.

My thanks to you all!

ED SLY
Engineering

'Spirit' Builders

My fourth graders were thrilled to see their work written up in the ACHIEVER. I was glad you could use the information about our class project (building a classroom version of the "Spirit of St. Louis"). It was a wonderful education experience for teachers and students alike.

BILL BOWER
Friends' Central School
Philadelphia, Penna.

Accolades For Open House

It is great working for a company that recognizes achievement. I want to commend artist Gary Rennilson for the fine Ed Sly painting. My family and I had an enjoyable and informative day. Our Open House was superbly executed by all parties involved.

T. H. CURTISS
Dept. 171

The Editor's Notepad . . .

OPEN HOUSE turnout included **BILL "FRENCHY" PARENTEAU** family, all clad in racing jackets with "pit boss" wife **SHIRLEY**, two sons who compete against their dad on southern California ovals in stock cars and other members who make up one of San Diego's most notable racing families...Volunteer "proprietress" **TINA CURTISS** admits reluctantly that there's a "downside" to operating TRA's Employee Store. But it was all "upscale" for five hours Apr. 25 during Open House. With the aid of volunteers, she reported sales of $3,000 in T-shirts, ball caps, newly-introduced TRA photos and "anything with an Apache logo!"...On a rating scale of one to five, **BOB GRESHAM's** committee rated the Open House Five-plus during a post-program critique. Overall, the "health fair" ranked at the top of the list, with Apache and F/A-18 winners of top attractions. Food and beverages won "outstanding" ratings. And at the very top was **BOB NELSON's** Maintenance team led by **BOB SCHWARTZ** and their magnificent efforts!...Kicking the habit? A new smoking cessation program starts up June 9, reports **NICKI DE NECOCHEA.** Information on enrollment is available at Ext. 4373...Also on tap this month is a **Weight-Watchers-At-Work** program kicked off May 15... Die-hards supporting this year's Padres can get home game, **Plaza seats for $2.50** off, stadium prices at the Employee Store on a first-come, first-serve basis. Tickets must be bought a week in advance of scheduled games.

JGB

Olé! Picnic Plan Told

Teledyne Ryan Aeronautical's 1987 annual picnic is to be held Saturday, Aug. 22 at San Dieguito County Park as a "TRA Family Fiesta" with a mariachi band and Mexican food menu.

Ten members of a voluntary planning committee held its initial meeting May 18 to develop an overall plan for the outing that starts at 10:30 a.m. and runs through 4:30 p.m.

In addition to the mariachis and Mexican folklorico dancers, entertainment is to include a western band, magicians, clowns and raffle drawings.

New Smoking Policy in Effect

Teledyne Ryan Aeronautical employees are reminded this month that the company's new smoking policy became effective Monday, May 4, prohibiting smoking inside any building.

The policy brings TRA in compliance with San Diego city and county ordinances.

Employees are requested to extinguish and place cigarettes and cigars in recepticles at the entrance to all buildings.

While the local ordinances exempt smoking in private offices occupied by a single employee, the TRA policy requests that occupants voluntarily refrain from smoking in those offices.

The company will be offering smoking cessation programs for those employees who wish to quit smoking. Announcements of convening dates of those programs are to be made shortly.

GET HELP!

The Teledyne Ryan Employee Assistance Program Is There For You.

Teledyne Ryan Employee Assistance Program (REAP) provides evaluation and counseling for full-time employees and their families who are experiencing personal problems.

- Relationship & Family Problems
- Personal Problems
- Alcoholism
- Drug Abuse

For help call:

★ ***The Health and Human Resource Center*** ★

571-1698

On-TRAC '87 Wages War on Waste

Seeks Competitive Edge Through Cost Reductions

An estimated $200,000 monthly is being saved at Teledyne Ryan Aeronautical through the introduction of 28 action items taken since January, according to Senior Vice President, Operations, as part of a long term program called On-TRAC (Teledyne Ryan Action Committee) '87.

He said that money saved is being applied to the enhancement of capabilities that will create a more competitive edge for the company in its business operations.

Head of the On-TRAC '87 program, Cassidy explained that the 28 actions already taken are part of 68 to be implemented in 1987. He said that cost savings will steadily increase as new equipment is placed in use and improved methods of operation are introduced.

Key to the program's full implementation is the acquisition of state-of-the-art equipment, methodology and technology advances.

Twin automatic fastening systems added to the company's fastening complex in Building 120 and placed in use in January with a rivet select system were cited as examples of how the cost reduction efforts under On-TRAC '87 are achieving results.

Dramatically higher production rates with accompanying increased quality assurance through use of the new equipment is credited for a significant savings over semi-automatic and manual fastening operations.

Ron Cotton, manager of Cost Reduction Programs, said that expanded use of the automatic fastening systems and methodology upgrades are expected to contribute steadily to increased savings.

"The savings we achieve in cost reductions are helping amortize initial investment costs in purchasing the new equipment. Use of the new equipment, in turn, strengthens our capabilities to compete favorably," noted Ron, a 24-year veteran aerospace manager.

He explained that a numerically controlled cutting table in composite fabrication operations could be used to process volume quantitites to precise specifications. The added productivity rates combined with precision processing would produce a significant savings over existing methods. And in the process, cut from 50 to 5 percent the amount of waste experienced.

RON COTTON

Ron believes that On-TRAC '87 objectives that currently are identified within manufacturing operations could be expanded to all company activiites in the year ahead.

"Waste in all of its forms is one of our biggest enemies. We can combat it effectively with some of the new equipment we're acquiring. Our anti-waste campaign ultimately includes the enlistment of people, however, and the millions of dollars in raw materials which we use.

"Those are potentially waste-free dollars that can be applied to capability upgrades which sharpen our competitive edge," he emphasized.

Cotton said that America's aerospace industrial complex has been severely impacted by foreign competition at a time when defense policies have created a demanding, new procurement environment.

"Cost reductions through use of more efficient methods to achieve higher quality assurance simultaneously with increased production rates — this is the formula we must apply." he pointed out.

"The bottom line to our success is in the hands of our human resource and their positive attitudes."

A Cornelius, Ga. man whose assignments with other companies before joining TRA include work on Navy S-3 and P-3 patrol planes, the B-1 bomber and L-1011 air carrier, Cotton reasons that reduced costs that help boost the company's competitive posture offer a mutual benefit for employees in return.

"I have two kids in my family. My job security means a lot to me and to their future. When we strengthen our company we also help secure our own future stability."

ON-TRAC '87 aims primarily at cost reductions on Apache program, the largest of its kind in company's history.

New Firebee Order Added to Work Backlogs

Eighty Firebee aerial target systems more have been added to existing requirements, boosting Teledyne Ryan Aeronautical production of BQM-34S versions of the high-performance jet targets into the close of this decade, according to TRA President Hudson B. Drake.

He said the newest order, amounting to $32.3 million, was placed by the Air Force Logistics Command for Navy procurement, deliveries of which will start in January 1989.

It marks the third successive order placed with TRA for subsonic speed Firebees since late 1984 and responds to requirements placed by Atlantic and Pacific fleet users.

Deliveries of an initial 87 unit order were completed early this year to shore installations in Hawaii, Puerto Rico and Point Mugu, Calif. It was at the Pacific Missile Test Center this year where Firebees were used to support the successful tests of its RAM program.

Atlantic as well as Pacific fleet units have meanwhile been exercising surface and air defense capabilities, using Firebees produced since 1985 to simulate threat sources.

Pre-production work on a second increment of 80 Firebees has been underway here in preparations for production operations that start in July, according to Firebee Program Manager Walt Hamilton.

He said that deliveries of units included in this order will start in September and that work on the newest requirement will start in January 1989.

Production operations involving the latest requirement will continue through the close of 1989, he said.

The company also anticipates an Air Force requirement for 50 BQM-34A versions of the Firebee, Hamilton reported. Army MQM-34D Firebees are currently in use at the White Sands Missile Range, N.M. in support of weapons systems development tests and evaluation programs.

Air or ground launched, the tri-service Firebees were introduced in the early 1950s and have experienced a series of modifications that expanded their performance qualities.

Confidence High On Apache to Pass Air-to-Air Tests

Teledyne Ryan Aeronautical's resident manager for McDonnell Douglas Helicopter Company Apache AH-64A program activities this month expressed strong confidence in the advanced attack helicopter to successfully achieve all requirements in air-to-air combat flight tests that began in early March.

Pete Steel said that TRA Apache workers have "built quality into the product. The company's Apache team has matured, quality deficiencies are down 90 percent and the delivery of fuselages, wings, tail section and primary structures is on or ahead of schedule.

"I have witnessed first-hand in my five years here the progress made in developing the current level of quality assurance and reliability in TRA's Apache teams.

"I have absolute confidence that what has been built will withstand the current and projected air-to-air flight test requirements," noted the man who guides the activities of his staff of 40 MDHC employees here.

"The company has matured this program through a very difficult period at the outset, steadily improving its performance in all areas. Quality deficiencies now are down 90 percent, delivery performance is excellent, either on or ahead of schedule.

"All of these factors have made the Apache affordable with an average fly-away cost that has declined from $10 million in 1981 to $8.9 million by 1986," Steel pointed out.

PETE STEEL

The new flight tests that began at MDHC's Mesa, Ariz. facility in early March included manuevering capability and agility flight operations, according to AVIATION WEEK & SPACE TECHNOLOGY magazine. The flights were to explore the maneuvering capability of the Apache before the same instrumented helicopter participates in the fourth phase of the Army's air-to-air combat test series scheduled to begin in April at Patuxent River Naval Air Station.

The Mesa test series included steep, near vertical descents and climbs, loops, 360 degree rolls, hammerhead stalls and other maneuvers.

The effort, according to the article, is part of an overall Army plan to establish a counterair capability by its Apache to meet present and future helicopter threats and study development of a rotary-wing advanced counterair fighter.

"I have absolute confidence that what has been built will withstand the current and projected air-to-air flight test requirements."

The air-to-air combat capability of the Apache may be improved within the next several years with the addition of heat-seeking air-to-air missiles as part of its armament.

The proposed missile installation would leave room for a mix of air-to-ground weapons to be carried beneath the wings as weight would permit, the article noted.

The article points out that although no Army funding has yet been released for equipping the Apache with Stinger heat-seeking missiles, integration work may begin this year leading to production modifications on the helicopter for the missile next year.

Commenting on the air-to-air flight tests and a series of new stress levels to which the helicopter may be exposed, Steel noted that the Army elected to engage the Apache in the new test program on a basis of its proven performance qualities demonstrated in a consistent pattern.

"Without any doubt, I believe that the Apache is the finest helicopter in the world today, employees can justifiably share pride in its evolution, because they've been a part of the Apache program from its start.

"Because of the outstanding performance by the Apache, the Army has elected to depart from its anti-tank role to that of air-to-air combat, while retaining its designed capabilities as an anti-tank weapons system.

"The air-to-air development will include updated fire control for 30 and 70 mm weapons and integration of an air-to-air missile as well as considerations of a Hellfire missile for near-term air threats," Steel said.

"With only 30 percent of the planned fleet in service, the Apache is available for flight more often and require less maintenance for each flight hour against the Army standard of nine hours.

"The Apache also exceeded the Army's vertical climb performance standards by more than 200 percent, giving the aircraft a major advantage in combat. None of this could have been achieved without the excellence in its airframe structure provided by TRA's Apache team," Steel emphasized. A career Navy aviator whose combat experience includes more than 100 missions, Steel was associated with the Army at Hughes Helicopter as chief of Procurement and Production Division and civilian deputy to the Army Commander.

About Our People

EVERYBODY WON! Softball rivalry has been developed between Apache Quality Control and Apache Assemblers in the span of two playoffs,the most recent in March. The QC squad (above) hoists victory beers while the vanquished Assemblers, with Chuck Williams (rear row,left) vowing, "just wait until the next time!" Families and friends join the teams for barbecue following tiffs.

NAVY "WELL DONE" is passed by TRA President Hudson B. Drake to Larry Hurley,TRA representative based at Pacific Missile Test Center, Point Mugu, Calif. Formal letter of commendation was issued by Rear Admiral R. G. Gentz following completion of intensive test program in which 27 BQM-34S Firebees were flown.

Service Anniversaries

35 Years
PEARLEY JACKSON

30 Years
GROVER CHILDERS
JOE O'DELL
KATRINA TURNER

20 Years
S. PETER CRACCHIOLO
BILLY DICKENS
CARL HOPKINS
RONALD YOUNG

25 Years
GEORGE BENNETT
DENNIS CLARK

10 Years
CARMEN GARCIA

MOVING UP!

L. W. ADAMOS	Manufacturing Control Analyst
J. R. AMIC	Factory Supervisor VI
J. A. BUTTERWORTH	Tool & Manufacturing Engineer
B. R. CHASE	Material Order Analyst
N. DUHANCIK	Tool Project Engineer Senior
J. S. FEJERAN	Executive Secretary
J. GONZALES	Tooling & Manufacturing Engineer
J. PILKINGTON	Tool & Manufacturing Engineer Senior
A. WHITEHEAD	Tool & Manufacturing Engineer Senior

Tina Curtiss

TRA Employee Services

OPEN HOUSE sales nearly cleaned us out! And I'd like to thank those who volunteered help in our outdoor booth. Before I stock up on new merchandise, I'd like to get your ideas and suggestions on the kinds of items you think we should have. Simply jot me a note (Dept. 745/G) . Or stop by the Store in Bldg. 100... Yes, I know that Aug. 15 is a few months away. But the time to plan is now! The ""50s/'60s" Beach Party is going to be a slam-dunk success, offering food, drink and a four-hour concert of oldies-but-goodies. Tickets are already on sale. Sandy Howard, Sheila Isaacs, Carl Wilson and I are your sources for information until flyers start appearing...A special, introductory price of $30.00 for Apache black satinique, cotton lined jackets with Apache on back is offered for the first 50 orders placed. After that, the price goes up $10.00... Diamond Designs, with five outlets in the county, is offering TRA employees a special five percent discount on purchases with the presentation of discount cards now available through the Store. Plus that, they're offering a free jewelry cleaner just for visiting any of their outlets...And speaking of discounts, we're into the theme park season when relatives start showing up. We have a stock of discount cards and redeemable coupons to just about any attraction in southern California, including Mann and Pacific theaters. Flyer displays to discounted attractions are mounted on a wall outside the Store. So, stop by for a shopping tour of events and attractions as well as merchandise.

ACTION MANAGEMENT **course graduates concluding their nine-week training last month posed beneath the patio mural for class photo. Twenty-nine supervisors divided into two classes conducted by SDSU faculty members were feted to a graduation reception Apr. 15.**

29 Complete Nine-Week Program

Teledyne Ryan Aeronautical's second "Action Management" training program was concluded Apr. 15 with 29 first line supervisors divided into two classes receiving accredited certificates of course completion.

The program included nine sessions conducted by faculty members from San Diego State University. All sessions were conducted on-site and marked the second class since the program's introduction last year.

Included in the classes were Collie Gregoire, Carl Wilson, Dan Gould, Rod Logue, Steve Kelch, Mike Romo, Greg Montoya, J. Vang, S. Cooper, Alex Blackmon, J. Wright, P.J. Chavez and G. W. Combs.

Also completing the course were Dave Detweiler, Joe Martinez, Bobbie Everett, Bob Gebhard, John Brophy, Bud Hemmerly, R. Cole, R. Roberts, Joe Hearn, Ken Kautz, F. T. Gonzalez, L. R. Sanchez, D. Kelly, Wayne Hopkins, J. Prisciotta and Rod Stewart.

'Action Management' Wins Praise for TRA

TRA Teledyne Ryan Aeronautical has been singled out as a top San Diego employer for its "Action Management" training program in which first-line supervisors here undergo nine-weeks of studies.

Peg Covert, executive director of San Diego State University's Professional Development Center, told last month's graduating "Action Management" class "An awful lot of good companies do a lot of talking about their employee training programs.

"This company not only talks about it, you're doing it! And in the process, you're sending a signal to employees that 'We care'," Covert noted.

TRA Senior Vice President Bill Cassidy and department heads of those enrolled in the course participated in course-completion ceremonies Apr. 15.

A third class of 17 employees began studies May 6 with subsequent sessions scheduled weekly through Aug. 22.

The "Action Management — Supervision In The 80s" program is offered at no cost to those enrolled. Nicki DeNechochea, TRA training administrator, said that the accredited courses are open to supervisory employees.

SDSU's Professional Development Center provides faculty members to conduct the training programs as well as the curriculum.

Covert said that 14 companies in San Diego are currently offering similar training for employees, but that TRA and only one other are engaged in education-training programs at the top level.

Three Win TRA Small Business Awards

Three small business firms based in the San Diego and Los Angeles areas — the highest number ever — were selected this month as Teledyne Ryan Aeronautical's outstanding suppliers of the year. The presentation of awards were made Friday, May 8 in conjunction with national Small Business Week.

Scott Milner, TRA director of Procurement, presented awards to Barbee Valve & Supply Company as Small Disadvantaged Business Of The Year and the San Diego Metal Stripping Company as the Small Business Of The Year.

Brek Manufacturing Company, based at Gardena, Calif., was the third firm named for the annual award.

Milner said it was the first time that TRA has selected three firms for the award and reflects a "widened number of small business companies with which TRA is doing business."

TRA has a five-year association with Barbee Valve & Supply which has seven employees. Bob Schulz, general manager of the firm, said the TRA award follows a progressive expansion of support for TRA that began in the early 1980s.

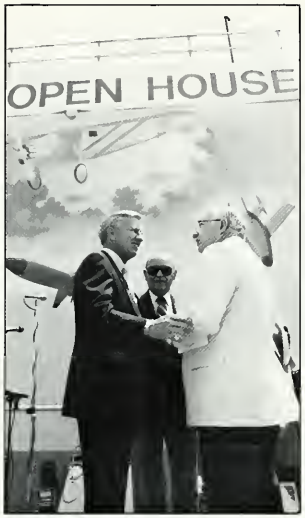
"We've grown from business volumes of about $30,000 in work for TRA to $300,000. This growth characterizes, we believe, the team role that we play in TRA's overall operations. And we're very proud of our association."

S. D. Metal Stripping's Bob Kennedy and his wife Susan, accepting their award for a company that is credited for helping TRA salvage over $100,000 in parts, expressed their pride also in the association with TRA.

Brek Manufacturing was selected for the TRA award for its work on Apache wing spars, according to Milner, who praised the Los Angeles area firm's contributions to this program.

Ceremonies held here, offering formal recognition by TRA of its Small and Small Disadvantaged Business team members, were part of a national observance of America's small business community tribute.

SMALL BUSINESS AWARDS presented by TRA this month were won by (left to right) Suan and Bob Kennedy, San Diego Metal Stripping; TRA Director of Procurement Scott Milner presenting award; Bob Schulz and Lena Infante, Barbee Valve & Supply; and TRA Small Business manager Chuck Nord.



'Spirit of Achievement' Lure

Seldom in Teledyne Ryan Aeronautical's 65 years have so many seen so much and enjoyed more thoroughly an open house program equal to last month's gala that placed on display for five hours the past, present and future of the company.

Crowds estimated at nearly 4,000 flocked through gates two and seven Saturday, Apr. 25 to tour key areas of plant operations, inspect a complex of aircraft and dine on picnic fare throughout a patented San Diego spring day.

Guest participants in a noon ceremony lavished their praise for the company that once included in its ranks of employees San Diego City Councilman Bill Cleator. He was one of four federal, state and local lawmakers and representatives assembled to pay tributes to employees and their 65 year-old company.

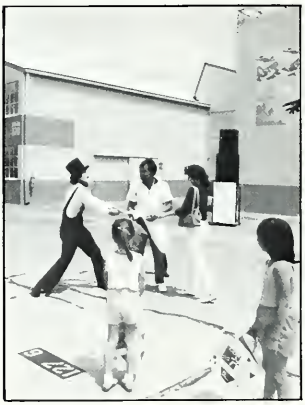
Congressman Bill Lowery's San Diego district administrator Gene Gregston presented during the ceremony a Congressional Record "Tribute To Ed Sly" that marked Sly's 50th service anniversary. Congressman Jim Bates' district staff representative George Stevens joined the dignitaries to present TRA President Hudson Drake with a document formally recognizing the company's 65th anniversary year.

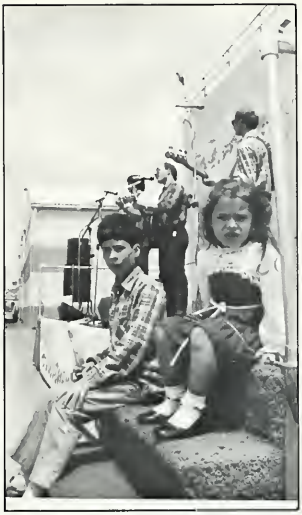
State Senator Jim Ellis also presented a California Senate Resolution to the company as well as Ed Sly, offering its congratulations on the milestone each shared in history.

Included also in the legislative delegation was Senator Pete Wilson's local staff representative, John Berry.

But it was a dandy, upbeat "Crawfish Pie" quartet that set the party's tempo early in the program, followed by the "Clogging Company" and a dixieland jazz trio pouring forth their melodic themes that created a focal point of attention under the patio mural.

An Apache AH-64A, for which TRA manufactures and assembles fuselages, wings, tail sections and major flight struc-





Thousands for Open House

tures, was flown from Mesa, Ariz. as a centerpiece in an aircraft display area. An F/A-18 "Hornet" to which TRA also contributes component structures was flown here from the El Toro Marine Corps Air Station, also for display. A pair of Ryan antique, low-wing monplanes were also displayed, offering a tribute to the company's heritage.

Tours that ottered "shotgun" starts from entrances at Gates Two and Seven, wound their way through major points of interest where videotaped presentations displayed operations that had ceased with the third shift early Saturday.

A special edition of "President Reports" greeted audiences in the Gold Room, offering Hudson Drake's personal greetings and a general status report on company operations.

Program chairman Bob Gresham ruled the Open House a "thorough success!" He praised a committee of volunteers whose planning meetings for the 65th anniversary celebration began in January. And expressed gratitude for more than 100 volunteer employees who served as tour guides.

It was a program that included non-stop food and beverage lines and to the delight of wide-eyed youngsters peering into the cockpit of the combat aircraft, a magic carpet ride into a world of fantasy where clowns, mimes and face-painting entertainers made it a day of delight.

Uniformed military guests blended into crowds that probed a complex of TRA aerial target systems and a Vietnam era Remotely Piloted Vehicle.

It marked for TRA the second time in two years that gates were opened to employees and family members as well as special guests. Presented under the theme: "Spirit Of Achievement," Open House '87 paid tribute to TRA's heritage in this 65th anniversary year.

In the process, it opened a new era for a company whose spirit of achievement is as bright and compelling as ever.

Apache Eyed for Navy

Apache AH-64A modifications for use in a maritime role are being considered, according to Aviation Week & Space Technology magazine, in which an artist's rendering of a sea-going Apache was published Apr. 6.

The rendering depicts an updated sea-going derivative of the land-based Apache, fuselages and primary flight structures for which are built by Teledyne Ryan Aeronautical.

McDonnell Douglas Helicopter Company, according to the article, is studying the feasibility of developing a maritime version of its AH-64A to provide attack and reconnaissance support for U. S. Navy cruisers, destroyers, frigates and other small vessels not attached to a carrier task force.

Although previous conceptual studies have considered the Apache for sea-based roles, current efforts are focused on defining Navy requirements for an over-the-horizon capability to counter enemy aircraft and surface ships.

The naval version would differ considerably from the land-based AH-64A, featuring mission equipment and avionics packages currently in the Navy inventory, a folding main rotor and tail section, shorter wings and retractable tricycle gear.

The main gear would be integrated into the wings, providing a wider, more stable stance for shipboard operations.

Nose-mounted Apache sensor systems would be replaced by a multi-mode search and track radar. Other refinements would include avionics changes and integration of the Apache computer and electrical systems.

A dual mission is envisioned, giving the Apache antiship and antiaircraft capabilities. The AH-64A derivative is expected to have a mission radius of 300 nautical miles, a 160-170 knot cruise speed and a surveillance mission endurance of more than six hours.

60TH ANNIVERSARY of Lindbergh flight across Atlantic was observed in San Diego May 12 by Aviation & Space Writers assembled for annual news conference. TRA President Hudson B. Drake (right) was moderator for program held at Aerospace Museum and Bob Serling, author and nationally prominent aviation writer, posed by replica "Spirit of St. Louis."

Emergency Response Class Starts

Teledyne Ryan Aeronautical Emergency Response Team (ERT) members this month convened formal classes of Instruction involving six areas of study, according to John Palmer, manager of TRA Safety, Health and Environmental Affairs.

Neal Langerman, president of Chemical Safety Associates, Inc., a San Diego consultant firm, is conducting the course that will include weekly training sessions.

TRA Safety Administrator Ron Duke, coordinator for training programs, said the course includes sessions on use of respiratory protection equipment, hazardous chemical safety, management of chemical releases, industrial fire response, industrial medical emergency response and compressed gas safety and gas release response.

EMERGENCY RESPONSE TEAM was assembled this month for start of continuing program conducted under sponsorship of TRA by Neal Langerman (second from right) that covers six critical areas of emergency response actions. Training sessions are designed to familiarize TRA ERT members with all technical and applied aspects of emergency conditions and actions to be taken.

Ron Duke

TRA Safety Administrator

Life is fraught with hazards, right? So why, I ask, must we ignore basic precautions related to lifting and, as a consequence, become victims of back injuries, muscle strains and varieties of other physical penalties?

The truth, of course, is that we needn't ignore safety precautions. We just do. And that's what prompts this month's advisory.

Injury reports are stacking up. On or off the job, they reflect a consistent pattern of thoughtless negligence. Smashed fingers, bruised feet caused from dropping articles in the lifting process . . . back injuries and strained muscles and hernia . . . it's a story as old as mankind.

What hurts most is that it's so unnecessary, so preventable. Here's why.

In the first place, the leg muscles do the lifting; the back muscles only guide that effort. Lifting from a squat position brings proper muscles to bear.

Size up the load to be lifted. Is it too heavy for a single person? Will transporting it after lifting be cumbersome? Might two people ensure safety? Basic questions involved in a quick analysis of the lifting task. Bear in mind, the hazards are equal in sustaining muscle strains or back injuries in lifting as well as putting an object down. In other words, determine how you're going to unload the object once you've transported it to the destination.

In short, you surely wouldn't walk into the path of an oncoming car, knowing full well that physical injuries are going to result. Nor, for that matter, should you attempt to lift an article that may result in physical injuries.

Lifting capabilities vary according to individuals. And it is senseless to try to assign such capabilities to individuals based upon their height, weight and other physical characteristics. What it really comes down to is the application of common sense and use of proven techniques in lifting.

Size up the lifting task: Is it a one-person job? Or, to be safe, should assistance be called in?

Play it safe. Size up the job before lifting. Ask for help when you think it's needed. Above and beyond all else, engage your mind before your muscles!

Haltermann President-Elect; New Slate Named for '87-88

Dave Haltermann has been elected president of Teledyne Ryan Management Association (TRMA) for the 1987-88 term following a vote by the membership May 8 that also produced a new slate of officers and directors.

Voted into office, in addition to Haltermann, were Terri Tebbetts, vice president; Sheila Nicholson, recording secretary; Carl Cobb, III, treasurer; and Ethel Maricle, financial secretary.

Named to director posts were Dennis Bolger, John Romero, Nicki De Necochea, John McKechnie, Jean Cady, Ann Kolva and Jim Pisciotta.

Installation of the newly elected officers and directors is planned for the June general membership office.

President's Report

By LARRY MONTALI
President
TRMA

Our May general membership meeting, featuring Pat Coulter as our guest speaker, will have been held before this is published. But his topic is to each of us a source of continuing interest.

Communications is perhaps one of our key areas of interest in the Management Association. For that matter, a key element in the success of any organization or individual aspiring to successful objectives.

Systems that include symbols, signs and behaviors as communications vehicles come to mind when addressing communications and the transfer of information. A number of primary methods for communicating are in common use, all devoted to transmitting. For all of the effectiveness they offer, the most important aspect related to communicating is reception of what has been transmitted.

TRMA exercises a number of communications vehicles. What you're reading—our SOURCE—is one of our primary means. I encourage your use of this medium for transmitting to reader audiences your communications interest. MANAGE Magazine is another of our primary communications mediums for national interest materials.

Our general membership meeting speaker exercises yet

(continued on Page 13)

NMA Code Of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability. I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest techniques, equipment and processes. I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management profession through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- I will recognize that leadership is a call to service.

The SOURCE
TELEDYNE RYAN MANAGEMENT ASSOCIATION

D. Haltermann, President

T. Tebbetts, Vice President

S. Nicholson, Recording Secretary

C. Cobb, Treasurer

E. Maricle, Financial Secretary

D. Bolger, Director

J. Romero, Director

N. De Necochea, Director

J. McKechnie, Director

J. Cady, Director

A. Kolva, Director

J. Pisciotta, Director

April Polynesian Outing Turned Into 'Fun-Fest'

TRMA shifted to the Bali Hai for its April 16 dinner meeting for a turnout attired in Hawaiin dress. The results were captured in this montage of photos by Dave Gossett. Ron Duke won the top "dress" prize, but he had lots of competition.

Tomorrow's Future Today

TRAMA American Enterprise Committee is searching for individuals who believe in today's youth and are willing to say "yes" to the young persons who asks, "Can I make a positive contribution to this world in which we live?"

Through the Adopt-A-School Program we can help to ensure that this question, and many more, have responsible answers.

It is our intent to let our youth know that we care and are willing to help.

Would you say, "yes" and join the leaders of today in helping train those of tomorrow?

Contact David Hudspeth at Ext. 1700 to become part of a committee that meets with Bonita Vista Jr. High to establish programs and activities designed to enrich this country in which we live. Participate!

INTERPERSONAL RELATIONSHIPS studies conducted by Bill Evans (background) were ended late last month following six sessions that begin in early March. Sponsored by TRMA Professional Development Committee, class explored group dynamics. NMA courese leadership as well as other areas of interpersonal relationship knowledge and skills.

PRESIDENT'S MESSAGE . . .

(continued from Page 11)

another primary communications vehicle. Their topics are intended for stimulation, motivation and information of the membership.

Perhaps one of our most effective, continuing conduits in our communications programs are the TRMA boosters, volunteer members who provide the channels for a continuing flow of information. Because they exercise in a one-on-one basis, they also represent the source of feedback, gathering information in response to that which we transmit.

The booster organization, with assigned responsibilities for specific groups of members, represents a strategic application of communications values. Through these boosters, distribution of flyers and other materials, the first-person contact is preserved.

Under the leadership of Caesar Juarez, our Director of Membership, TRMA boosters represent perhaps the vehicle of communications most valued for short-term as well as long range communications programs.

Let me note, however, that vehicles and techniques of communications are used directly in proportion to their value. And each medium has its own inherent quality. The trick is determining what communications objectives are established, then assigning a medium most suitable for achieving those objectives.

JR. ACHIEVEMENT award was presented to Sam Halderman during April dinner meeting by Larry Montali for voluntary involvement and contribution to program.

Minutes of Our Meetings

Submitted by
SHEILA NICHOLSON
TRMA Recording Secretary

TRMA held its scheduled Board meeting May 7, 1987 with President Larry Montali calling the meeting to order in the Operations Conference Room at 4:39 p.m.

President Montali requested suspension of regular reports to focus on the proposed by-laws changes under old business. Items of discussion included a meeting with Bonita Vista Junior High School which was to occur May 5; a meeting with TRMA counterparts concerning a joint meeting May 21, a need for TRMA articles for use in the SOURCE and CMC participants to be selected at the May 14 special Board meeting.

Vice President Dave Haltermann announced that the Area Council meeting scheduled May 12 would be attended by Montali, Stan Bumm, J.C. Bray and Terri Tebbetts attending. He also announced that TRMA will be responsible for registrations at the NMA National Conference and that volunteers will be recruited from the TRMA Board and general membership.

Haltermann reported that Stan Bumm will chair a committee to select a "Manager of the Year" in conjunction with Management in America.

Bob Gresham advised the Board that a luncheon meeting presentation is to be held May 20 in the Human Resources Training Room at 1:00 p.m. on Lifestyle Management.

Lyle Hanson, NMA National director, announced that a new ballot will be prepared for Area Council Treasurer elections required as a result of a tie in the earlier balloting.

The SOURCE is produced monthly by the Teledyne Ryan Aeronautical Management Association to inform, educate and promote the principles and ideals of successful management within its membership. Queries, contributions and news items are welcomed and should be addressed to the SOURCE Editor.

* * * * *

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RYAN-LINDBERGH TIES TOLD ***60TH ANNIVERSARY HAILED***

Flight by 'Lone Eagle' Draws World's Attention

You already know that it was in his Ryan "Spirit Of St. Louis" that Charles A. Lindbergh flew nonstop across the Atlantic 60 years ago this month.

You may also know that the high wing monoplane was built in 60 days in a building formerly housing a tuna canning plant located where Harbor Drive and Laurel Street intersect.

And that Lindbergh flew his "Spirit" on test flights from Dutch Flats, an area where the main post office now stands on Midway Drive.

In this 65th anniversary year of the successor to the company that is credited with building the "Spirit Of St. Louis," there is new information to share on the link between Lindbergh and T. Claude Ryan.

The Ryan Flying Company was introduced to San Diego on a dirt landing strip that flanked San Diego Bay at the foot of Broadway in September 1922. Within two and one-half years, the company had introduced America's first scheduled, year-round air passenger service—the Los Angeles-San Diego Airline—and changed its name to Ryan Airlines, Inc.

T. Claude Ryan had also acquired a partner during this period, B. F. Mahoney. Ryan's designs of the M-1 monoplane led to its production for early air mail and passenger service.

By November 1926, however, Ryan had sold his interest in the company to Mahoney, remaining on as general manager.

The M-1, meanwhile, attracted growing interest nationwide and a follow-on version, designated the B-1, was in development by Feb. 3, 1927.

That is the day on which a telegram was received at Ryan Airlines, Inc.'s business office from St. Louis.:

"CAN YOU CONSTRUCT WHIRLWIND ENGINE PLANE CAPABLE OF FLYING NONSTOP BETWEEN NEW YORK AND PARIS STOP IF SO PLEASE STATE COST AND DELIVERY DATE."

General Manager T. Claude Ryan's reply read: "CAN BUILD PLANE SIMILAR M ONE BUT LARGER WINGS CAPABLE OF MAKING FLIGHT."

The rest is history.

And two months after Lindbergh's flight, Ryan formed a new San Diego company to market Ryan-Siemens aircraft engines, Great Lakes airplanes and to operate the Ryan School of Aeronautics on Dutch Flats.

Lindbergh's 48-state goodwill tour, following his triumphant return from Paris, included San Diego as his final stop on Sept. 21, 1927.

The Ryan-Lindbergh link grew stronger through the years, particularly with the naming of Lindbergh Field in San Diego. It was in November 1927 that a $650,000 bond issue to start the airport project by dredging San Diego Harbor and dumping the soil on tidelands began.

The new field was dedicated to Charles A. Lindbergh with its formal opening Aug. 18, 1928 and soon became the southern terminus for passenger and air mail service. But Lindbergh Field lacked air terminal facilities because of a lack of funding during the Great Depression of the early 1930s.

Ryan built a hangar and an administration building at Lindbergh Field in 1932, moving from Dutch Flats, a complex that was dedicated July 28, 1932. The Ryan administration building became and remained Lindbergh Field's passenger terminal until the new passenger complex was created at its current location.

The opening of the new "San Diego International Airport" in 1967 included, once again, the involvement of T. Claude Ryan. To insure that Charles A. Lindbergh

T. CLAUDE RYAN

was permanently identified with the newest airport expansion, Ryan purchased the life-sized Lindbergh bust that has been displayed in the eastern terminal since it was placed in operation. Through these 60 years, it has been T. Claude Ryan and his Ryan Airlines, Inc. that were credited with building the "Spirit Of St. Louis," despite the fact that Ryan was no longer owner of the company.

Acknowledging this in an autographed copy of his 1953 book, Charles Lindbergh noted: "To Claude Ryan, who built the company that built the 'Spirit Of St. Louis'."

But, even that might never have been possible had office workers on Feb. 3, 1927 followed an impulse to tear up and throw into the waste basket Lindbergh's telegram.

All but T. Claude Ryan considered the telegram a prank.

He was the only one to take it seriously and draft the response.

And that is the rest of this story.

'Speak Up!' Immigration Law Reactions Mixed

Qualified documented aliens may now gain permanent residency status under a new federal law which became effective this month. What are your feelings about the law and what results do you think it will produce?

JOSEPHINE SPIKES, Quality Assurance–*"I'm glad that the law is in effect. It relieves those who have been in hiding and gives them the opportunity to gain legal residency. I'm a naturalized citizen and believe the new law will help others gain citizenship as I did. America will benefit in the long run."*

ANDY ALEXANDER, Numerical Control–*"My feelings are that it's a fantastic opportunity for illegal aliens. But it'll be tough on Hispanics. They have strong cultural ties with their homeland. The new law only restricts them from voting and holding office as President, though. Otherwise, they enjoy the same rights and responsibilities as any U.S. citizen."*

LINDA GARNSEY, Paint Shop–*"I feel sorry for illegals in many respects. But I don't believe it's fair for our country to admit illegal aliens without earning this status as any other immigrant must. I do think the law will help U.S. relations with foreign countries, though."*

RICK DOWNING, Apache Line–*"I don't agree with the law's basic need. We have neither the room or resources for people already in this country. Ultimately, the question is when will our borders be closed. I see as a consequence of the new law over-population and under-employment."*

SHELLIE SANDERS, Composites–*"I don't see the new law as a job threat to me or of any other major consequence. I think it's a good program. Aliens pay taxes and participate fully in our society and the law will allow some who've been in hiding to now enjoy the same freedom I do."*

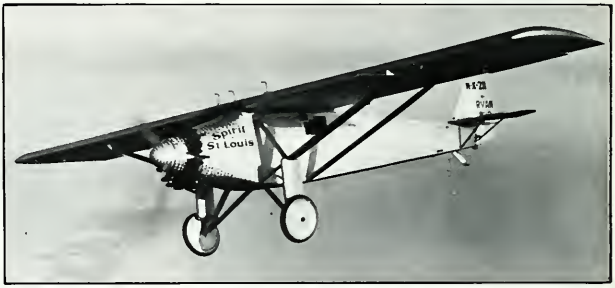
BEN BONILLA, Tooling–*"If someone comes to our country to work and meets the qualifications for residency, that's okay with me. Our country was built to large degree through immigration. The only true native Americans are indians. In the long haul, the program will benefit us all."*

SHADOW CLARK, LOSA Assembly–*"An illegal alien can cross our borders, hide out for four years while earning U.S. dollars, then, on a basis of having broken the law, gain permanent status. I think we should go back to basics in admitting aliens through a process that leads to naturalized citizenship."*

MARIA ELENA MURO, Human Resources–*"I think it's a good law because it allows aliens to seek permanent residency and the chance to remain in this country under legal conditions. That should help cut down on illegal transactions which exploit the misfortune of illegal aliens. There appears to be no job scarcity as a result of the law so far."*

Lindbergh Flight, 60th Anniversary Observed

"SPIRIT builders pose on completion of project. "Lone Eagle" (left, wearing hat) left San Diego for New, then flight to Paris.



"SPIRIT" TEST FLIGHT with Charles A. Lindbergh at controls was conducted over San Diego in early May 1927, days before departure by "Lone Eagle" for St. Louis, then on to New York to prepare for historic Atlantic crossing from New York to Paris.

On two continents starting this month and continuing throughout 1987 are a series of commemorative celebrations paying tribute to America's "Lone Eagle" and his epic trans-Atlantic flight in his Ryan "Spirit Of St. Louis" in May 1927.

Teledyne Ryan Aeronautical President Hudson B. Drake, representing Teledyne, Inc. and the predecessor Ryan company credited for building the "Spirit Of St. Louis," participated in a four-day program of civic events in Paris that included a re-enactment on May 21 of Lindbergh's arrival in Paris 60 years ago.

A sculpture, "Charles A. Lindbergh — The Boy and Man" was presented to the city of Paris and people of France under auspicies of the Charles A. Lindbergh Fund, Inc., based at Minneapolis, Minn.

Celebrations in more than 40 cities throughout America are scheduled this year commemorating the 60th anniversary of Lindbergh's flight.

Included in San Diego is a civic banquet this September marking Lindbergh's return to San Diego in 1927 from his triumphant tour of America following his epic nonstop flight from New York to Paris. A second sculpture of the "Charles A. Lindbergh — The Boy and Man" will be erected at Lindbergh Field. The sculpture is being funded by TRA and the T. Claude Ryan family.

The September banquet is sponsored by the Greater San Diego Chamber of Commerce and San Diego Aero-Space Museum. The San Diego Section AIAA is also sponsoring a series of events locally commemorating the anniversary.

San Diego business leader George A. Gildred, a director of the Charles A. Lindbergh Fund, Inc., said Anne Morrow Lindbergh, widow of Lindbergh, and President Reagan have been invited to attend the Lindbergh statue unveiling on September 24 this year.

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